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## PROCEDURE FOR BEING A USER/ CLIENT FROM HELL

The crack investigative staff of PMTalk went deep undercover to unearth the facts of what we have long suspected. Yes, there is an organization of users/clients from hell. Yes, they are specially trained at a secret retreat in the Ural Mountains. Here is their training manual.

1. Make frequent inspirational speeches about “delighting the customer,” “world class products and service” and being a “technological leader well into the 23<sup>rd</sup> century.” Respond to all questions with the phrase, “you need to share the vision.”
2. Refuse to meet with your project manager during the planning phase. If the PM catches you in the restroom or parking garage, respond to all questions about scope and your expectations by snarling, “Haven’t you started work yet? A really good PM would be half done by now, not wasting my time!”
3. Encourage all your subordinates and neighbors to provide the PM with every feature, bell & whistle and report format they can conceive. Then send the PM a note stressing the need for cost control and a sharp strategic focus. Do not provide even a hint about what that focus should be.
4. Whenever any member of the project asks for your input, shout the completion date at them very loudly, being sure to subtract at least 6 months from the date when you really need it.
5. When the PM submits a written plan, do not approve it, object or even read it. Instead, wait a week and then send the PM a note saying, “Is this really your best work?”
6. Send the PM a “suggested” organization and authority chart for the project which has more dashed lines than the Interstate Highway system and at least nine committees. No individual should have fewer than 5 reporting relationships and there should be at least four levels of interface staff and technical experts between you and the PM.
7. Once the project starts, make a point of stopping project team members in the hall or by the coffee machine. Whisper, “I’m not really sure about this PM, if you have questions come see me privately, together we can keep this thing on track.”
8. Attend project status meetings for 5-10 minutes and then storm out, shaking your head and snarling, “What a bunch of clowns! Heads will roll when

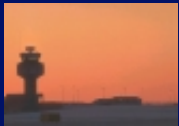
## PMTalk NewsLetter

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this is over!"

9. Use the project budget as a personal checking account, adding tasks, massage therapy and exercise equipment to the project budget and giving your political allies rewards by adding "presents" to the scope.
10. If the project falls behind schedule or runs over budget, disavow all knowledge it and claim to never have even met the PM. If it is a success, still claim that you have never met the PM but take all the credit for making it happen.
11. As you have no idea about the real business purpose of the project, discuss several that sound good, alternating between "cost reduction initiative," "revenue builder" and "Y3K preparation." This will increase the value of the project as the team scrambles to cover all these bases.

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